



## North Carolina Department of Administration

James B. Hunt Jr., Governor

Katie G. Dorsett, Secretary

November 1999

Dear DOA Employees and Friends,

I am pleased to present the ***Report of Improvements: 1998-1999***. It showcases valuable results achieved by a wide range of improvements throughout the Department of Administration. In some cases, these ideas have come from individuals or just a few people. In other instances, the improvements resulted from a group's ideas or from team recommendations that have been implemented to help us do our jobs better.

We have categorized our improvements by division. We urge you to study them for possible use in your division and to spark other ideas for further improvements. To support sustainability, we have printed a limited number of copies of this booklet. You can print additional copies from our web site at <http://www.doa.state.nc.us/doa/improve/report.pdf>.

I congratulate each of you for the improvements that you are making, and I encourage you to keep looking for ways to improve the high quality of services we are providing effectively, efficiently and economically for our customers who are the citizens, agencies and communities of our state.

Sincerely,

Katie G. Dorsett

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## Agency for Public Telecommunications

<b>Unit/Section</b>	Media Services Section
<b>Team/Individual</b>	Tilla Fearn and Eugene Murray
<b>Name of Improvement</b>	Computer software for logging tapes
<b>Background</b>	<p>APT's Media Services section produces videotape productions for clients throughout state government. Media Services full-time staff and contract producers are involved in capturing thousands of video images on hundreds of hours of videotapes for any given project. Staff must then review all of the images and select those that will be included in the final product. It is time-consuming for staff and equipment and therefore an expense for the client to review all images and log them in order to edit the final project to the client's specifications. Logging used to be done by copying images to a separate tape, noting and recording the time and duration of each image and separately picking up selected images during editing.</p>
<b>Improvement</b>	<p>Media Services staff members now use specialized computer software (called Autolog). With the new software, it is no longer necessary to copy video images to a separate tape. The logging, recording and selection of video images can be done much faster, with less redundancy and less use of tape and machines.</p>
<b>Results</b>	<p>The use of the specialized computer software enables project producers and editors to search for and select images with greater speed, precision and efficiency for use in the final project. In addition, the information can be transferred electronically to the client for review and approval, and can quickly and conveniently be made available electronically to contract producers or others who may have a need to see it. Customers are benefiting from lower costs that result from decreased use of tape stock and fewer hours required for the process of logging images.</p>
<b>Contact Name/Number</b>	Tilla Fearn or Eugene Murray, (919) 733-6341

## Agency for Public Telecommunications

**Unit/Section Name**      Engineering

**Team/Individual**      Latham Hamner and Glenn Rose

**Name of Improvement**      Digital upgrade

**Background**      Public agency clients who come to APT for videotape production services must receive their completed projects in a high quality format that is compatible with prevailing industry standards and commonly used playback equipment. Digital equipment is replacing outdated analog equipment throughout the telecommunications industry. To ensure that clients' projects meet industry standards, APT decided to upgrade its equipment to digital cameras, recorders and tape.

**Improvement**      The transition to a digital format for tape, cameras and recorders allows APT to deliver better quality video productions. The new cameras and recorders produce a higher quality image than the old analog equipment. The digital tape format is capable of recording three hours of footage on one tape compared with the older Beta tape format that records a maximum of 90 minutes per tape. As a result, there are fewer delays for tape changes on long projects and greater flexibility in editing.

**Results**      Clients and staff are pleased with the ease of use and the improved quality of video produced with the new cameras and recorders. In addition, clients generally face lower tape costs on their projects.

**Contact Name/Number**      Latham Hamner or Glenn Rose, (919) 733-6341

## Agency for Public Telecommunications

**Unit/Section Name** Open Public Events Network (OPEN)

**Team/Individual Name** Alice Scher

**Name of Improvement** Redesign of agency newsletter

**Background** APT's newsletter, *Connections*, is produced bimonthly. It is mailed to public officials, the board, public agency clients, potential clients, cable systems that carry OPEN programs, some members of the public and others. The newsletter is designed to provide information about the kind of work APT performs for clients and to highlight successes. The newsletter's design had not been upgraded in at least six years and it was looking drab and dated, with few graphics or pictures.

**Improvement** The newsletter editor redesigned the newsletter to incorporate graphics, photos and a more contemporary layout of columns and colors. In addition, the editor now involves more of the APT staff in initiating and drafting articles and invites client involvement as well. The editor also worked with the Mail Service Center and a contractor to improve mail and delivery schedules.

**Results** The newsletter is more attractive and inviting to readers and does a much better job of conveying APT's professional image. Its delivery schedule is more reliable than before, removing any possible impression that the newsletter is a publication of little value produced on no fixed schedule.

**Contact Name/Number** Alice Scher, (919) 733-6341

## Agency for Public Telecommunications

**Unit/Section Name** Open Public Events Network (OPEN)

**Team/Individual Name** Alice Scher; Susan Johnson, MIS

**Name of Improvement** Electronic database for OPEN

**Background** APT has been producing live, call-in programs since 1984 on the OPEN. Program topics and panelists change every Tuesday and Thursday evening and calls come in from cable viewers across the state and from people watching the program on satellite from other states. Since 1984, people have called from hundreds of locations to talk with thousands of public officials and policy-makers during the call-in portion of each program. While APT had been tracking all of the information on paper, there was no quick or efficient way to sort or retrieve specific information.

**Improvement** After OPEN staff described the need for information storage and retrieval, MIS programmer Susan Johnson created a customized database for OPEN that allows APT staff to enter and retrieve information in specific categories. Now, in response to requests from the APT Board, corporate sponsors or APT management, staff can sort information quickly and efficiently by program topic, panelists, date, caller locations and other categories.

**Results** Having the information for OPEN programs in an electronic database provides a significant savings in time and energy. Where previously staff dug through dozens of files and thousands of pieces of paper to retrieve information and compile data, the same tasks can now be accomplished within minutes. Because of this improvement's success, a similar database is being designed for the State Services Network teleconferencing information.

**Contact Name/Number** Alice Scher, (919) 733-6341

## Agency for Public Telecommunications

**Unit/Section Name**      Operations Section

**Team/Individual Name**      Bill Ramsey

**Name of Improvement**      Facility facelift

**Background**      APT provides telecommunications advice and assistance in the form of teleconferencing, video productions and live programming on cable for public agency clients throughout state government. Public officials at all levels visit the APT offices and production studio frequently. Since APT's move to its current location in 1989, the carpet had not been replaced nor had the walls been painted. In spite of attempts to keep things neat and clean, the facility had a non-professional appearance, possibly leaving a poor impression with clients. The office appearance certainly had a negative impact on staff morale. .

**Improvement**      APT contracted to have new carpet installed in a color selected by staff. To save money and get the work done faster, staff members bought paint and painted the offices and the common areas.

**Results**      The facelift has had a positive impact on staff morale. The effort conveys to staff that they and their work are "worth" the effort and expense that it took to get new carpet and paint. Staff members are not only happier working in good-looking surroundings, but they can also take pride in the knowledge that they helped make the improvements possible both by earning the revenues that paid for the carpet and supplies and by doing some of the painting themselves. In addition, the professional appearance of the APT facility conveys to staff and clients the impression that APT is a professional organization capable of producing the kind of high quality work its clients expect.

**Contact Name/Number**      Bill Ramsey, (919) 733-6341

## Agency for Public Telecommunications

**Unit/Section Name** State Services Network (SSN)

**Team/Individual Name** Tammy Martin-Hawkins

**Name of Improvement** *Client Information Intake* form

**Background** For teleconference productions, it is critical to identify each client's message and intended audience as well as the most appropriate technology for distribution and participation. In the past, SSN producers have met with clients and made general notes for each project. While the process had become second nature to experienced producers, no consistency existed from one producer to the next in information gathering or sharing with staff involved in each production. APT also had no formal way to assess whether the client's stated objectives had been met in a detailed fashion. No formal written backup existed in the event the producer working with any given client became incapacitated or unavailable to continue the project.

**Improvement** The *Client Information Intake* form gives SSN a "road map" for each project to supplement producers' conversations and general notes. It provides a structured way for SSN producers to assess each client's needs and provides a basic, written reference for all staff involved in production. It can serve as a tracking method when clients make changes in the details of a teleconference. It also serves to assist SSN in defining roles and expectations for clients and staff on each project. It will also provide valuable backup information if the client's primary contact on staff cannot complete the project.

**Results** When the *Client Information Intake* form is fully implemented (by 12/31/99), it will enable APT to provide improved customer service with a structured way to assess SSN clients' needs. This process should lead to improved customer satisfaction with the SSN teleconferencing projects. Upon implementation of its companion piece, the *Client Survey*, APT expects to compile data on customer satisfaction and suggestions for improvements from clients.

**Contact Name/Number** Tammy Martin-Hawkins and Ivy Hoffman, (919) 733-6341



## Agency for Public Telecommunications

<b>Unit/Section Name</b>	State Services Network (SSN)
<b>Team/Individual Name</b>	Tammy Martin-Hawkins
<b>Name of Improvement</b>	Positions reclassified and upgraded
<b>Origin</b>	Management decision with employee involvement
<b>Background</b>	<p>SSN produces teleconferences and distributes them via satellite and/or fiber optics for clients throughout state government. The field of teleconferencing is changing rapidly with evolving technologies. As a result, the process is more complex and the final production is more sophisticated than it was when SSN began. It became necessary to reclassify the two positions involved in teleconference production to reflect the increasing complexity and responsibilities of each job. Without position upgrades, it would have been impossible to recruit and retain qualified employees with enough experience to meet APT clients' teleconferencing needs.</p>
<b>Improvement</b>	Upgrade positions for teleconferencing.
<b>Results</b>	<p>Because of the position upgrades, the agency has been able to recruit and retain highly qualified individuals with experience in teleconference production details and the ability to recognize and adapt to the rapidly changing technologies required for success with clients' projects. SSN is able to offer a range of options to clients and meet their needs and expectations with greater skill and efficiency.</p>
<b>Contact Name/Number</b>	Ivy Hoffman, (919) 733-6341

## Agency for Public Telecommunications

**Unit/Section Name** Open Public Events Network (OPEN), State Services Network (SSN)

**Team/Individual Name** Ivy Hoffman, Mary Leaver, Tammy Martin-Hawkins,  
Latham Hamner

**Name of Improvement** Toll-free line; upgrade phones for OPEN

**Background** Since its inception 15 years ago, OPEN has accepted direct dialed or collect calls from viewers wishing to talk with public officials in the Raleigh studio during the call-in programs, which are distributed statewide by cable systems. Since 1984, panelists have taken 30,000 calls from people in cities and communities across the state and the nation. In addition, SSN has produced hundreds of teleconferences via satellite, serving thousands of participants at remote sites through the years. Neither SSN nor OPEN has offered a toll-free line because of the potential cost. However, line charges are low enough now to make it feasible for OPEN and SSN to offer toll-free access for long distance callers.

**Improvement** Since September 1999, callers to OPEN programs are able to call toll-free by dialing 888-228-OPEN. The same toll-free line, 888-228-6736, is also available for SSN teleconference participants calling from remote sites around the state and the nation.

In addition to the toll-free service, the agency has installed a new phone system designed specifically for live, call-in programs. This new system will dramatically improve the audio quality of all OPEN and SSN productions during the call-in portions.

**Results** OPEN program viewers and SSN teleconference participants will find it less expensive to call long distance during the call-in programs and teleconferences, and will enjoy improved audio quality during their calls. As a result, more people should find it easier to call in so enabling programs and teleconferences to reach more citizens and prove more valuable to clients throughout state government.

**Contact Name/Number** Ivy Hoffman, Mary Leaver, Tammy Martin-Hawkins,  
Latham Hamner, (919) 733-6341

## Agency for Public Telecommunications

**Team/Individual Name** Ivy Hoffman

**Name of Improvement** WAT Survey response

**Origin** Management decision with employee involvement

**Background** Upon the release of the Workplace Assessment Team Survey results, it became clear that APT staff members are generally satisfied with their work environment. On 22 of 85 questions, APT respondents gave 100 percent approval ratings; APT respondents gave below 50 percent approval ratings on only 11 questions. In spite of the apparently high level of satisfaction with working conditions, APT management invited employees to identify any issues, no matter how they ranked on the survey, for further consideration and possible improvement.

**Improvement** APT staff members are working on three areas identified as priority concerns: pay, creativity and career advancement. Working as a group, the staff agreed on ground rules, identified the three items, defined issues, identified processes that affect those issues and is now collecting information about the processes. This effort is voluntary.

**Results** The most obvious result is that APT staff members are working on issues self-identified as workplace concerns. Staff members are investing 12-15 hours each month for mutual benefit. An unexpected result of this process is a closer working relationship among staff members. Employees are discovering more about how colleagues think and express ideas and opinions, and are learning patience and tolerance for different points of view and communication styles. It is expected that this will lead to improved mutual respect and interpersonal relationships, which can only have a positive impact on the work for our clients. As the effort moves forward, staff members also expect to learn more about some of the critical processes that affect the issues identified for further study.

**Contact Name/Number** Leila Tvedt or Ivy Hoffman, (919) 733-6341

## Commission of Indian Affairs

**Unit/Section** Administration

**Team/Individual Name** Customer Query Team

**Name of Improvement** Year 2000 strategic plan

**Background** The commission's customer survey revealed that half of the commission members identified drug and substance abuse, violence and lack of educational opportunities as some of the most pressing problems in Indian communities. The survey indicated that the second most important issue in Indian communities was the lack of economic development, affordable housing and employment opportunities.

**Improvement** The commission applied for and received a grant of \$30,000 from the Z. Smith Reynolds Foundation to address the concerns raised by commission members. The commission determined that the best strategy to address these issues was to develop a Year 2000 plan that would include a long-term planning process. The commission employed a professional consultant to facilitate the planning process and held a series of focus group work sessions that included commission members, tribal leaders, commission and tribal staff and representatives from state and local agencies. The Year 2000 plan is the first attempt by the commission to develop a long-term plan for the future of Indian communities. The plan is now in its final stage.

**Results** The commission has successfully pulled together tribal and other leaders to hold a discussion about the future needs of Indian communities as a result of the Year 2000 planning process. The Year 2000 plan will be a 3-5 year blueprint for tribal leaders to use as they plan their communities' future. It will result in maximized efficiency of resources, better coordination of activities and improved communications.

**Contact Name/Number** Greg Richardson, (919) 733-5998

## Commission of Indian Affairs

<b>Unit/Section</b>	Administration
<b>Team/Individual Name</b>	Customer Query Team
<b>Name of Improvement</b>	Increased program/services information in newsletter
<b>Background</b>	<p>The Commission of Indian Affairs is an advocacy agency charged with the responsibility of addressing the needs of American Indian tribes, Indian citizens and Indian communities. The commission was looking for ways to better educate members about its advocacy efforts, programs and services. In the commission's customer survey, commission members indicated that they would like to see more information about the commission's programs and services included in the newsletter.</p>
<b>Improvement</b>	<p>The commission has implemented this suggestion and includes more information about programs and services in its quarterly newsletter. This effort has proven to be most effective since the commission meets only quarterly and would not otherwise receive the information.</p>
<b>Results</b>	<p>Commission members are better informed and educated about programs and services, and are in a better position to inform the Indian community about these programs and services. A monthly saving of approximately \$1,000 in telephone costs, postage, preparation of special reports, etc., is estimated in association with this improvement.</p>
<b>Contact Name/Number</b>	Greg Richardson, (919) 733-5998

## Commission of Indian Affairs

**Unit/Section** Administration

**Team/Individual Name** Greg Richardson

**Name of Improvement** Improved communications -- accuracy and efficiency

**Background** The N.C. Commission of Indian Affairs did not have Internet access and was not fully equipped with state-of-the-art computers. Therefore, the commission was not able to process information in a timely manner.

**Improvement** The N.C. Commission of Indian Affairs has purchased state-of-the-art computers and software. The new computers have improved accuracy and productivity across all programs at the commission.

**Results** The commission is now better able to serve its customers and communities.

**Contact Name/Number** Greg Richardson, (919) 733-5998

## Commission of Indian Affairs

**Unit/Section** Administration

**Team/Individual Name** Greg Richardson

**Name of Improvement** Achievements in assistive technology

**Background** The commission determined that there was a need to communicate and collaborate with state agencies to increase services in Indian communities. State agencies, local governments and federal agencies are being encouraged to include Indian tribes and organizations as they plan new programs and services.

**Improvement** The commission has set a priority to collaborate with state agencies, federal agencies, nonprofits, business and industry to create new programs in Indian communities. The commission has initiated an assistive technology program and a collaborative inquiry project as a result of this work.

**Results** The assistive technology program has exposed Indian people with disabilities to new technology designed to improve the quality of life for this population.

**Contact Name/Number** Greg Richardson, (919) 733-5998

## Commission of Indian Affairs

**Unit/Section** Administration

**Team/Individual Name** Greg Richardson

**Name of Improvement** Video on North Carolina Indians

**Background** The commission does not have a video about North Carolina Indians but is working with the Agency for Public Telecommunications (APT) to produce one that will be used to brief government officials, community groups and teachers about North Carolina's American Indian population.

**Improvement** The commission has established a collaborative relationship with APT to develop a video about North Carolina Indians. The commission's goal is to create a professional video designed to introduce the viewer to North Carolina Indians and to the N.C. Commission of Indian Affairs. A video of this type is unavailable in North Carolina. Commission staff members, along with assistance from APT staff, are currently working on a draft transcript for the video.

**Results** The scheduled completion date of the video is Sept. 30, 2000. The video will be designed to give an overview of North Carolina Indian tribes and organizations.

**Contact Name/Number** Greg Richardson, (919) 733-5998



## Commission of Indian Affairs

<b>Unit/Section</b>	Administration
<b>Team/Individual Name</b>	Greg Richardson
<b>Name of Improvement</b>	Insignia license plate
<b>Background</b>	North Carolina Indians are “an invisible population” to many citizens. To bring more recognition to this often overlooked population, commission members worked with members of the N.C. General Assembly to develop an American Indian insignia license plate
<b>Improvement</b>	The commission, working in collaboration with tribal governments, was successful in gaining the approval of the N.C. General Assembly for an American Indian insignia license plate.
<b>Results</b>	The license plate is being developed by the N.C. Division of Motor Vehicles and should be available to the public by Sept. 30, 1999. The American Indian insignia license plate is a symbolic form of recognition of North Carolina's American Indian population.
<b>Contact Name/Number</b>	Greg Richardson, (919) 733-5998

## N.C. Council for Women

**Unit/Section** Administration

**Team/Individual Name** Jean Carroll

**Name of Improvement** "Coming Together for a Brighter Future" conference

**Background** The council wanted to sponsor a statewide conference for women to address the concerns of domestic violence programs, sexual assault programs, displaced homemaker programs, local councils, business/professional women and women's organizations. Additionally, it was felt that a full day should be devoted to health issues, a subject identified through a survey as the major issue of concern for women.

**Improvement:** The conference was held in Raleigh on April 21-22, 1999. Speakers included: Gov. James B. Hunt Jr.; U.S. Secretary of Labor Alexis M. Herman; U.S. Assistant Surgeon General, Dr. Susan J. Blumenthal; Rep. Alma Adams; Sen. Beverly Perdue; and Rep. Wilma Sherrill.

**Results** The conference was well-attended and provided useful information to women's organizations. It proved to be a good networking opportunity for local councils.

**Contact Name/Number** Jean Carroll, (919) 733-2455

## N.C. Council for Women

<b>Unit/Section</b>	Grants Administration
<b>Team/Individual Name</b>	Joyce W. Allen
<b>Name of Improvement</b>	Directory of programs
<b>Background</b>	The directory of domestic violence and sexual assault program delivery service information had not been revised and reprinted in four years.
<b>Improvement</b>	The decision was made to update and reprint the directory and to include information about: domestic violence programs, sexual assault and rape crisis programs, displaced homemaker programs and abuser treatment programs.
<b>Results</b>	The updated directory was printed and distributed to state agencies and programs across the state. It was also placed on the Web site.
<b>Contact Name/Number</b>	Joyce W. Allen, (919) 733-2455

## N.C. Council for Women

**Unit/Section** Grants Administration

**Team/Individual Name** Joyce W. Allen

**Name of Improvement** Combining grant agreements

**Background** In the past, the council has used three different grant agreements for domestic violence prevention grants, marriage license grants and sexual assault prevention grants. The council also used two different agreements for the displaced homemaker and divorce filing fee grants.

**Improvement** To assist our many program participants and staff in the time-consuming effort it took to complete and review grant agreements, and to conserve paper and reduce copying time, the agreements were combined into one document. The domestic violence, sexual assault and marriage license agreements were combined into one agreement. In addition, the displaced homemaker grant agreement was merged with the divorce filing fee agreement.

**Results** Combining the agreements has reduced paper used and copying time; decreased time spent by staff members in keeping up with paperwork and obtaining board signatures; and saved on the amount of space needed to file these documents.

**Contact Name/Number** Joyce W. Allen, (919) 733-2455

## N.C. Council for Women

<b>Unit/Section</b>	Displaced Homemakers
<b>Team/Individual Name</b>	Elaine Monaghan
<b>Name of Improvement</b>	Plans to update the <i>Service Providers' Guide</i>
<b>Background</b>	<p>Published in 1995-96, the <i>Service Providers' Guide for Single Parents and Displaced Homemakers</i> was targeted to the displaced homemaker/student who would be enrolled in a community college environment and distributed to all centers for displaced homemakers programs. Since its distribution, council and staff have realized that services for all DH participants (including those who may not go back to school but would need services) should be explained more thoroughly in the <i>Service Providers' Guide</i>. A 1998 survey of all displaced homemaker programs served by the Council for Women revealed that the agency was meeting the needs of the programs with technical assistance, but that an update to the <i>Service Providers' Guide</i> was needed to include reporting form and grant award changes and wording regarding all individuals using the services.</p>
<b>Improvement</b>	<p>It was determined that the guide needed to be updated because of changes in forms used, grants revisions and changes in the publication's target audience. The guide would provide resource information for those seeking help in the women's centers, commissions for women, sexual assault/domestic violence centers and cooperative extensions. As a result of the survey, the council will be updating the guide within the next few years to include services for the displaced homemaker who may not be returning to school but will be going through Survival Skills Training and Adventures in Attitudes.</p>
<b>Results</b>	<p>The council worked with George Millsaps, DOA quality coordinator, in designing the programs survey. The update of the <i>Service Providers' Guide</i> will be a team initiative, including consultations with members of the N.C. WomenWork! Network who have been conducting displaced homemaker training, as well as with CFW Executive Director Juanita Bryant and George Millsaps. Cost savings will come from in-house production of the guide using a new copier that has the ability to copy large volumes of materials on different types and weights of paper.</p>
<b>Contact Name/Number</b>	Elaine Monaghan, (919) 733-2455

## N.C. Council for Women

**Unit/Section** Administration

**Team/Individual Name** Elaine Monaghan

**Name of Improvement** Health Manual

**Background** Women's health issues were identified through a survey in our newsletter as the major issue concerning women. The Council for Women had not previously produced a health manual and wanted to provide this service for all women and families in North Carolina.

**Improvement** Elaine Monaghan wrote the health manual published by the N.C. Council for Women in April 1999. The publication was showcased at the April 1999 Council for Women conference. The manual provides health information for women interested in making informed health decisions. This information does not suggest individual diagnosis or treatment and is not a substitute for medical attention. It is critical that the council provide education, including the most current data concerning disease prevention, as well as information identifying health providers, agencies, organizations and resources which have the potential to enhance the health of women in North Carolina.

**Results** A grant from a pharmaceutical company covered publication costs for the health manual. This health manual has been placed on the DOA site for improved access to it, therefore cutting down on mailing costs. Numerous requests have come into the agency for this health manual.

**Contact Name/Number** Elaine Monaghan, (919) 733-2455

## N.C. Council for Women

<b>Unit/Section</b>	Administration
<b>Team/Individual Name</b>	Elaine Monaghan
<b>Name of Improvement</b>	<i>The Status of Women in North Carolina</i> publication update
<b>Background</b>	<p><i>The Status of Women in North Carolina</i> was first published in 1994 and was written by Elaine Monaghan with research assistance from several interns. This report was a first in the state with extensive information on women in North Carolina; a real need existed in the state for this type of publication. It has eight sections and is now being updated by summer interns from the University of North Carolina. At the time of publication, it was hoped that the status report would be updated every five years. Numerous requests for data on women in North Carolina come in to the council, especially regarding population statistics, employment and workforce, women-owned businesses and women and education. It is therefore important to keep statistics and information up-to-date.</p>
<b>Improvement:</b>	Interns from the University of North Carolina are updating <i>The Status of Women in North Carolina</i> report.
<b>Results:</b>	The Council for Women hopes to complete this update by the end of 1999, with publication set for early in 2000.
<b>Contact Name/Number</b>	Peggy Alexander and Elaine Monaghan, (919) 733-2455

## Office of Fiscal Management

**Unit/Section** Purchasing Section

**Team/Individual Name** Jesse R. Johnson

**Name of Improvement** Participation in Interactive Purchasing System (IPS)

**Background** Previously all Request for Quotations (RFQ) and Request for Proposals (RFP) had to be prepared, copies made and mailed to the vendors from the Agency Vendor List. Only vendors on the list were notified of the requirement so competition was somewhat restricted. Costs of printing large bid documents and postage came from the agency budget.

**Improvement** The Office of Fiscal Management, Purchasing Section, began participating in the state's Interactive Purchasing System by posting all written RFQs and RFPs for goods and services on the IPS Internet. This reduced copy and postage costs and made the information available to all vendors with Internet access, thereby increasing competition. This action also decreased the processing time for procurement of needed goods and services. Also, vendors save time and postage costs since they are no longer required to submit a 'No Bid' on items for which they do not desire to bid.

**Results** Specific dollar savings cannot be listed but many cases of dual-purpose paper are saved annually. The Purchasing Section is spending far less on postage to advertise requirements. The reduced processing time for procurement has led to increased customer satisfaction because needed goods and services are received at an earlier date. Vendors have made many favorable comments about the system since they no longer have to be on all agency bidders lists and they have more time to respond to the bids.

**Approximate Savings:**

40 eight-page RFQs to approximately 25 vendors	
30 26-page RFPs to approximately 50 vendors	
11 cases of dual-purpose paper at \$20.60 per case	\$326.60
3 cases of brown clasp envelopes at \$39 per case	\$117.00
Estimated postage savings	\$2,900.00

**Contact Name/Number** Jesse R. Johnson, (919) 733-2650



## Governor's Advocacy Council for Persons with Disabilities

**Team/Individual Name** ADA/ Outreach Project

**Name of Improvement** Conducting ADA training for underserved populations through a DBTAC --Disability & Business Technical Assistance Center grant

**Background** ADA questions would come to any of the council's four service centers with answers and follow-up provided as needed. Through client contact and query, the council discovered that persons with disabilities most often ask for additional ADA information on the local level. Despite the existence of DOA's Office for the ADA, GACPD has the responsibility to inform individuals with disabilities about their rights. The council needed a more effective and less reactive way to begin to teach and train community leaders to serve as local resources.

**Improvement** Through a DBTAC grant, the council received funding to teach persons with disabilities in underserved counties how both to better understand the ADA and to train constituents in their rights under this law. GACPD staff (one lead advocate and one staff attorney) did the initial training. A large part of the grant funds covered the expenses of the trainees. The council received \$8,500 from the grant that it otherwise would not have had; and it has begun to improve its statewide image in remote and often neglected parts of the state. GACPD Director Allen Perry identified this grant opportunity; one lead advocate and one staff attorney wrote the grant. The assistant director managed the finances while both the administrator of legal services and the administrator of advocacy services worked with the particulars of putting the project together. This has been a very good management team/staff effort.

**Contact Name/Number** Allison Bowen, (919) 733-9250, or Larry Jones (919) 575-3015

## Governor's Advocacy Council for Persons with Disabilities

Unit/Section	Outreach/Systems Impact
<b>Name of Improvement</b>	Providing staff assistance to board chair's legislative agenda
<b>Background</b>	In previous years, GACPD pursued legislation almost always as a reactive response to inquiries or as a support to another organization's effort. Concern that the council keep the educational role and never chance the perception of lobbying resulted in a sometimes uncertain role. GACPD was doing good work but not to present extent.
<b>Improvement</b>	GACPD's new board chair, James H. Wells, appointed in July 1998, clearly indicated his desire for GACPD to put forth a legislative agenda through its council board. He works with staff and other board committees to determine which legislation will be addressed and who needs to get involved. Staff members then work through management and other community leaders to educate lawmakers regarding the issues affecting persons with disabilities. Assistant Secretary Martha Glass, who manages the DOA legislative process, has helped to coordinate GACPD's efforts and maximize its impact.
<b>Results</b>	Positive results include significantly increasing GACPD's legislative presence, developing a positive working relationship with the legislature and promoting a positive image with the legislature and the community. This has also positively impacted the pride GACPD staff members take in the work being done through providing collaborative input on laws passed for persons with disabilities.
<b>Contact Name/Number</b>	James H. Wells, Allen Perry and M.T. Burnette, (919) 733-9250

## Governor's Advocacy Council for Persons with Disabilities

**Team/Individual Name** GACPD Management Team

**Name of Improvement** Restructured client intake function

### **Background**

In the past clients would call one of four field offices where an intake specialist would gather pertinent information about clients and their problems or requests. This information was then presented by the intake specialist at a weekly case staff meeting held in each of the field offices. Staff in each field office decided which clients would be accepted for advocacy services and which would be referred to other appropriate sources. Four different sets of people deciding which clients would be accepted for services resulted in inconsistency in case acceptance and complaints from clients. Case selection being done in field offices also resulted in management staff having no control of cases accepted and no control of employee workloads.

### **Improvement**

The intake function was centralized in the Raleigh office to improve case selection by making it more consistent and to gain control of employee workloads. Doing this enabled a reduction in the number of intake positions and permitted the upgrade of Office Assistant IV positions (pay grade 59) to Social Research Assistant positions (pay grade 65). All intake will now be done by the same three people, and case staffing, case selection and control of employee work loads will be done from the central office. The new structure brings two of these positions in, reassigns one person to this function in a lead capacity, and RIFs two field positions. Coverage has been maintained. The new design on phone systems will provide voice mail in the field with the option of live coverage from the central office with immediate response to local field staff when needed.

### **Results**

GACPD is presently transitioning to this new structure, with a one-time cost of approximately \$23,900, an annual recurring cost of \$10,000 and an annual cost reduction of \$50,000. It is anticipated the new structure will produce \$16,100 in savings the first year with a \$40,000 savings in future years. Quicker and more consistent client selection decisions will be made to provide specific information for client information and referral.

**Contact Name/Number** Karen Murphy, (919) 733-9250

## Governor's Advocacy Council for Persons with Disabilities

**Team/Individual Name** GACPD Management Team

**Name of Improvement** Specialized attorney staff

**Background** Previously, one attorney was stationed in the Raleigh central office with one attorney in each regional office. The central office attorney provided administrative coverage of the legal staff, and each of the regional attorneys served the clients of each of the four regional offices. All four attorneys provided legal services to clients being served in the three major groups which correspond to federal funding: persons with mental illness, persons with developmental disabilities and all other persons with disabilities.

**Improvement** By specializing each attorney's focus on just one of the three above-mentioned groups, the number of filled attorney positions was able to be reduced by one. The attorney position in the western regional office was moved to the central office for statewide coverage of the mental illness caseload.

**Results** This improvement enabled savings of approximately \$40,000 per year while increasing the specific depth of knowledge and experience that the assigned attorney could bring to a case.

**Contact Name/Number** Butch Elkins, (919) 733-9250

## Governor's Advocacy Council for Persons with Disabilities

### **Team/Individual Name**

**Name of Improvement**    Statewide public forums

### **Background**

Board member feedback and other informal reports from the disability community revealed a perception that GACPD was not widely known and that many who knew of the agency's existence did not specifically understand its mission or services. Even satisfied clients often indicated that they never knew such a rights-protection agency for persons with disabilities existed.

### **Improvement**

GACPD instituted quarterly statewide public forums. Those targeted included persons with disabilities, private nonprofit agencies that work in the field of disability issues and other interested parties. Staff conducted four statewide public forums -- three in conjunction with the quarterly board meetings and one stand-alone. Staff members teamed with board members from each region to make presentations to clients and talked with the approximately 100 people in attendance. Staff queried attendees for feedback on what they feel their issues are and what they think the agency should do. These meetings are bringing in positive community feedback and should increase the likelihood that any questions or frustrations that come up will be dealt with before they become major problems. This new format will cost approximately \$1,500 per quarter -- a minor expense considering the potential benefits to persons with disabilities and GACPD's efforts to serve them.

### **Results**

The positive impact of this improvement will be:

- The provision of local client access to information about GACPD services.
- Staff and board will travel out into the counties to meet and talk with clients on-site.
- More persons with disabilities will learn about the potential to serve on the board.
- Community-based private nonprofits will network with GACPD.

**Contact Name/Number**    Allen Perry, (919) 733-9250

## Office for Historically Underutilized Businesses

<b>Unit/Section</b>	Office for Historically Underutilized Businesses
<b>Name of Improvement</b>	Restructuring of Office for Historically Underutilized Businesses
<b>Background</b>	<p>The HUB office was previously located within the Division of Purchase and Contract. The HUB office operated under Executive Order 34, which was signed by Gov. Jim Martin on Sept. 20, 1988. Under Executive Order 34, the HUB goals established were 4 percent of the total goods and services purchased by the state.</p>
<b>Improvements</b>	<p>On April 20, 1999, Gov. Jim Hunt signed Executive Order 150. This order provided for the following improvements to the HUB program and office:</p> <ol style="list-style-type: none"><li>1. Raised the HUB goals from 4 percent to 8 percent for FY 2000.</li><li>2. Increased the HUB goals from 8 percent to 10 percent for FY 2001.</li><li>3. Enhanced the visibility and distinctiveness of the HUB Office by moving the office from DOA's Purchase and Contract Division to the Office of the Secretary.</li><li>4. Established a new position, assistant to the secretary for HUB outreach, to manage and oversee the new office and program.</li><li>5. Created a HUB Advisory Council, appointed by the governor, to advise the HUB Office on minority, women and disabled business enterprise concerns. This 26-member council consists of state chief purchasing officials, current HUB vendors, representatives for the HUB community and private and nonprofit sectors.</li><li>6. Identified entities statewide that will provide reports to the state HUB Office on its expenditures with historically underutilized businesses. These entities are state agencies,</li></ol>
<b>Results</b>	<p>The HUB Office has become more visible throughout the state, with active interest and participation from state departmental purchasing officials. The HUB Advisory Council has met and has established three subcommittees to address certification, outreach and accountability. For fourth quarter/FY98-99, HUB participation numbers were 8.31 percent; for the FY98-99 year-end, numbers were 7.07 percent.</p>

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**Contact Name/Number** Joyce I. Ashby, (919) 807-2330

## Office for Historically Underutilized Businesses

**Unit/Section** Office for Historically Underutilized Businesses

**Name of Improvement** Use of Web site for online vendor registration and HUB certification

**Background** Prior to April 30, 1999, all vendors completed a paper process in order to be placed on various mailing lists to become HUB certified. The HUB Office received and reviewed HUB certification applications manually. The office relied on other departmental personnel to post or update business information in the business/vendor Internet directory. On occasions, there were delays and inaccurate information available to the world on businesses/vendors listed on the Internet directory. This information resulted in complaints from vendors because sometimes the businesses were listed in the wrong commodity, service or ethnic category. Other information may have been entered incorrectly or improperly such as addresses, phone numbers or an individual's Social Security number. Additionally, the manual paper application process was cumbersome for many business owners.

**Improvement** The HUB Office worked toward improving the old process for HUB certification by redefining the documents necessary for certification evaluation. The HUB certification process was also improved by replacing the manual/paper application with online certification, which allows a prospective HUB vendor to initiate its HUB certification online via the Internet.

**Results** The improvement expedited the HUB certification process, cut down on lost and/or misplaced applications and improved the accuracy of the vendor list because vendors can access, change or update their information at any time. Cost savings resulted in purchasing agents having accurate information and updated vendor lists at their fingertips in the areas of goods, services and construction. This improvement resulted in additional HUB accessibility and better customer service. Business owners now compliment the state on the easier and more user-friendly system.

**Contact Name/Number** Joyce I. Ashby, (919) 807-2330

## Human Relations Commission

**Team/Individual Name** Eddie Lawrence

**Name of Improvement** Unit retreats/meetings

**Background** In the Workplace Assessment Survey results, employees indicated a need for improvement in the quality of supervision and communication between employees and supervisors. Upon discussion of these results, employees stated that in order to achieve improvement in these areas, supervisors needed to be interested in receiving ideas for improvement, and employees needed to receive more assistance from their supervisors.

**Improvement** The Fair Housing Unit supervisor holds biweekly meetings and the Community Relations Unit supervisor conducts monthly unit meetings and held a unit retreat in July 1999.

**Results** These unit meetings increase communication between the supervisors and the employees, which allows employee suggestions to be incorporated into the unit's plans. Supervisors are also offering more assistance to employees.

**Contact Name/Number** Eddie W. Lawrence, (919) 733-7996



## Human Relations Commission

**Team/Individual Name** Eddie Lawrence

**Name of Improvement** Informal staff interaction

**Background** In the Workplace Assessment Survey results, employees expressed the need for improvement in the areas of employees trusting one another, employees treating one another in a warm and friendly manner, and supervisory interest in employees' concerns.

**Improvement** The staff suggested that improvement could be achieved in these areas through more informal interaction between the two units and less formality within the agency. The staff now has lunch together once a month after the staff meeting at a location selected by mutual agreement.

**Results** During these informal staff lunches, employees are getting to know one another and are building trust and friendship. The overall results are that the staff works better together and employee morale is improved.

**Contact Name/Number** Eddie W. Lawrence, (919) 733-7996

## Human Relations Commission

**Team/Individual Name** Eddie Lawrence

**Name of Improvement** Staff equipment

**Background** In the Workplace Assessment Survey results, employees indicated they needed newer and better equipment in order to work smarter.

**Improvement** Employees requested new computer equipment, cellular phones and pagers to do a better job. Pagers and cellular phones have been provided for field staff, and a cellular phone is available for the travel needs of the Fair Housing Unit. New computer equipment has also been provided for all employees.

**Results** Pagers and cellular phones allow the field staff to be contacted at any time, enabling constant communication with their supervisor. The computer equipment works much faster and allows employees to work with greater speed, efficiency and accuracy.

**Contact Name/Number** Eddie W. Lawrence, (919) 733-7996

## Human Relations Commission

**Team/Individual Name** Eddie Lawrence

**Name of Improvement** Supervisor training

**Background** In the Workplace Assessment Survey results, employees said supervisors needed to improve the ways in which they work with staff. Survey results also noted a need for supervisors to clearly communicate job expectations, and to ensure that performance appraisals accurately reflect performance.

**Improvement** New supervisors in the Fair Housing Unit and the Community Relations Unit have completed training for new supervisors, and the director has attended Interaction Management training.

**Results** The training received by the supervisors has provided knowledge on ways to improve interaction with employees and to communicate positively with staff while also expressing clear expectations.

**Contact Name/Number** Eddie W. Lawrence, (919) 733-7996

## Human Relations Commission

**Team/Individual Name** Eddie Lawrence

**Name of Improvement** Paper reduction through use of e-mail

**Background** To improve environmental sustainability efforts, the staff has looked for ways to use the computer to reduce paper waste. Interoffice communication is one area that used a great deal of paper through memos and phone messages.

**Improvement** All interoffice memos and phone messages are transmitted through the e-mail system.

**Results** The amount of paper used within the office is drastically reduced.

**Contact Name/Number** Eddie W. Lawrence, (919) 733-7996

## Human Resources Management

<b>Unit/Section</b>	Recruitment and Selection
<b>Team/Individual Name</b>	Judy Smalls (MBRS Team Member)
<b>Name of Improvement</b>	"10 or less" minimum application procedure
<b>Background</b>	Human Resources Management (HRM) received all employment applications, screened for minimum qualifications (MQ) and scheduled the screening of applications for those designated as highly qualified (HQ) to take place in HRM.
<b>Improvement</b>	When 10 or less MQ applications exist, these applications are now screened at the division level rather than being screened in HRM.
<b>Results</b>	<p>Since implementation, approximately six employee hours per week have been returned to the department, which equates to a saving of over \$10,000 per year based on an average annual salary of \$25,000.</p> <p>This process expedites the Merit-Based Recruitment and Selection (MBRS) process, reducing the timeline and activities required to perform the second level screening of job vacancies.</p>
<b>Contact Name/Number</b>	Judy Smalls, (919) 733-4606

## Human Resources Management

<b>Unit/Section</b>	Crisis Management
<b>Team/Individual Name</b>	Melanie Holden (Crisis Management Team coordinator)
<b>Name of Improvement</b>	Crisis Management and Workplace Violence Prevention Policy
<b>Background</b>	The Department of Administration did not have a policy or plan/procedures for employees in the event of a crisis.
<b>Improvement</b>	The Crisis Management Team developed a plan/policy for the department.
<b>Results</b>	The plan/policy will provide management and employees with the information necessary to respond to crisis situations. All employees will be trained on the plan/policy. It is expected that the training will help prevent potential occurrences of violence or crisis.
<b>Contact Name/Number</b>	Melanie Holden, (919) 733-4606

## Human Resources Management

<b>Unit/Section</b>	Benefits
<b>Team/Individual Name</b>	Kathy Causby
<b>Name of Improvement</b>	Reorganization of orientation packets
<b>Background</b>	Forms which need to be filled out and turned in to HRM by new employees during orientation (i.e., tax, I-9, telephone listing, unauthorized use of computer and software, credentials verification) were mixed in with other benefit-related information within the orientation packet.
<b>Improvement</b>	Place these forms together to complete at one time.
<b>Results</b>	Saves time by reviewing forms and completing at one time.
<b>Contact Name/Number</b>	Kathy Causby, (919) 733-4606

## Human Resources Management

<b>Unit/Section</b>	Benefits
<b>Team/Individual Name</b>	Kathy Causby
<b>Name of Improvement</b>	I. D. badges
<b>Background</b>	I. D. badges were made for every new employee in the Department regardless of whether the employee had been issued a unit/section badge. An employee needs only one badge.
<b>Improvement</b>	Discontinue making badges for those employees that already have unit/section badges.
<b>Results</b>	Saves the cost of producing an additional badge.
<b>Contact Name/Number</b>	Kathy Causby, (919) 733-4606



## Human Resources Management

**Team/Individual Name** Rick Roberson

**Name of Improvement** Spanish class

**Background** The Department of Administration was conducting business, employing Spanish-speaking people without offering Spanish classes to employees.

**Improvement** DOA offered employees four Beginning Spanish classes.

**Results** These classes improved the communication skills of DOA's non-Spanish speaking employees and increased morale.

**Contact Name/Number** Rick Roberson, (919) 733-4606

## Human Resources Management

**Unit/Section** Staff Development and Training

**Team/Individual Name** Linda Jefferson

**Name of Improvement** HRM Comprehensive Quarterly Training Calendar

**Background** Each section in HRM acted separately and notified DOA employees of training sponsored by its area. This meant divisions were receiving multiple calls and information from HRM about training activities and program sponsorship was often unclear.

**Improvement** A comprehensive training calendar was developed which included all training sponsored by HRM within a given quarter, including workshop contacts and costs. Taking advantage of new technology, the calendar is now available on the "J" drive of the computer network. The calendar is displayed on HRM's bulletin board as an added marketing effort. The training calendar is based on a calendar year and is updated quarterly.

**Results** One result of the new calendar is a DOA employee base well informed of training opportunities offered by HRM. Another result is better planning for employees. By having the calendar with three months of training identified, employees and management will know what training is available and can plan accordingly. Furthermore, listing the cost of workshops helps divisions with budget planning.

**Contact Name/Number** Linda Jefferson, (919) 733-4606

## Human Resources Management

<b>Unit/Section</b>	Safety and Health
<b>Team/Individual</b>	Pete Windsor
<b>Name of Improvement</b>	Creation of safety and health Web page for DOA employees
<b>Background</b>	All safety publications had to be copied or printed for distribution to employees. No central location for Internet safety links existed within DOA.
<b>Improvement</b>	The new Web page helped increased safety awareness. The workers' compensation booklet and safety handbook are now online and easily accessible to employees. Employees additionally may access weather reports, wellness activities, material safety data sheets and numerous safety links.
<b>Results</b>	<p>Safety publications are now online and easily accessible to employees. This presents a cost saving of \$300 per year, which was the cost of providing copies of all the booklets to new employees.</p> <p>This improvement was a result of an initiative from the safety and health director.</p>
<b>Contact Name/Number</b>	Pete Windsor, (919) 733-4606

## Mail Service Center

**Team/Individual Name** Rick Kelly

**Name of Improvement** Bringing FOCUS software into Y2K compliance

**Background** The FOCUS software used by MSC was not Y2K compliant. The estimated cost to upgrade this software was more than \$4,500.

**Improvement** The computer systems administrator reviewed the program and, by rewriting some of the code, was able to bring this software into compliance without purchasing upgrades.

**Results** The result was a cost avoidance of over \$4,500.

**Contact Name/Number** Rick Kelly, (919) 733-2913

## Mail Service Center

**Team/Individual Name** Gene Benfield

**Name of Improvement** Use of recycled/recyclable bags for courier service

**Background** In the past MSC has used clear plastic bags for the movement of courier mail to and from the various agencies across the state. On average, this amounted to approximately 300,000 plastic bags going to the landfill yearly.

**Improvement** The new contract required the bags to be recycled/recyclable plastic bags.

**Results** When fully implemented, this will result in approximately 300,000 plastic bags being recycled instead of becoming landfill material.

**Contact Name/Number** Gene Benfield, (919) 733-2913

## Mail Service Center

**Team/Individual Name** Gene Benfield

**Name of Improvement** Decertification of postage machines used by state agencies

**Background** Seven state agencies were notified that the mechanical postage metering machines used to apply postage to letters and packages would be decertified if not upgraded by Dec. 31, 1998. This upgrade would cost approximately \$7,000 per unit to bring into compliance.

**Improvement** MSC staff members determined that they could handle the processing of outbound USPS mail for these agencies. One machine that was in compliance was transferred to MSC in November 1998 for this purpose. Starting in November 1998, MSC began processing the outbound USPS mail for eight agencies without increasing staff.

**Results** A cost avoidance of approximately \$49,000 was realized.

**Contact Name/Number** Gene Benfield, (919) 733-2913

## Mail Service Center

**Team/Individual Name** Gene Benfield

**Name of Improvement** Use of color tubs for transporting mail

**Background** In the past when USPS, interoffice and courier mail was picked up, all mail was placed into white mail tubs. Mail was then sorted into three processing areas at the Mail Service Center when the inter-city driver returned to MSC.

**Improvement** To reduce processing time, MSC started using colored mail tubs, red for courier, blue for interoffice and white for USPS. The inter-city drivers use these tubs when on their route to sort the mail as it is picked up. When the driver returns to MSC, the mail is readily identified as to which area it needs to go for processing.

**Results** The use of color tubs reduces the time needed for processing the mail since the tubs can immediately be moved into the proper sorting area.

**Contact Name/Number** Gene Benfield, (919) 733-2913

## Management Information Systems

<b>Unit/Section</b>	Networking Services
<b>Team/Individual Name</b>	MIS Networking Services
<b>Name of Improvement</b>	MIS Help Desk
<b>Background</b>	No central contact for reporting technical problems or requesting assistance from MIS existed at DOA. Staff would call various people in MIS looking for assistance. Many times, calls were not returned and requests were misplaced or forgotten.
<b>Improvement</b>	MIS has established a Help Desk for all DOA employees in need of MIS assistance. Employees can call the main number at (919) 807-2300 and talk to a technician or e-mail <i>helpdesk@ncmail.net</i> . MIS has created a Help Desk tracking system to keep up with all requests and assign a tracking number that DOA employees can reference for status of request or assistance.
<b>Results</b>	The Help Desk provides one focal point for all DOA staff to contact when in need of MIS technical support or assistance, and also provides an opportunity for MIS to respond promptly to all requests. It also assists MIS with a way to receive and track all requests, leading to increased morale and decreased confusion, with a faster response to users.
<b>Contact Name/Number</b>	Nellie Epps, (919) 807-2308



## Management Information Systems

**Unit/Section** Networking Services

**Team/Individual Name** CAC E-Mail Subcommittee

**Name of Improvement** E-Mail replacement project

**Background** The department was using cc:Mail for its e-mail system. The system was very old and was constantly failing. The system had not been updated since 1994, and the company (Lotus Corporation) no longer supported the software version. These failures were causing the loss of important electronic communication between divisions, agencies, private industry and the public. In addition, the cc:Mail system was incompatible with the new e-mail message store installed for the state as required by the IRMC.

**Improvement** MIS supports a new e-mail system on Netscape, using the state's central message store "ISOCOR."

**Results** This change has led to improved performance, reliability and additional functionality for the department's e-mail usage. MIS support staff members are now able to spend more time supporting other equipment and systems. One support staff person, who previously spent approximately 70 percent of work time involved with cc:Mail, has been freed to provide installation and support for DOA's microcomputer hardware and software. More server disk space has been freed for employees to reuse with other valuable information. DOA staff morale has increased due to a more reliable e-mail system.

**Contact Name/Number** Lee Xiao, (919) 807-2307

## Management Information Systems

<b>Unit/Section</b>	Systems Development
<b>Team/Individual Name</b>	P&C Development Team and Systems Development
<b>Name of Improvement</b>	Interactive Purchasing System and Vendor Link
<b>Background</b>	<p>Copies of bids would be sent to vendors on specific mailing lists. Over 100 copies of these bids, which averaged five to 20 pages, would be sent. Mailing labels would be printed and placed on envelopes. These envelopes would then have to be stuffed and mailed.</p>
<b>Improvement</b>	<p>Bids are now posted to the Internet. All state agencies can post to this site so the vendors only have one place to look for all state bids. A vendor registration system was created so vendors could register themselves for the bid types they wished to receive. E-mails are sent nightly to notify vendors that a bid is available. If the vendor is interested, he/she can print a copy and send it to P&amp;C.</p>
<b>Results</b>	<p>Over 6,000 bids have been posted to IPS since its inception. Over 5,000 vendors are registered to receive e-mails. Over 50,000 e-mails have been sent notifying vendors that bids are available. Paper consumption, labels and postage have been reduced within P&amp;C. The length of time required to open a bid has been reduced because vendors do not have to wait to receive postal mail. In addition to P&amp;C, other agencies are also pleased with the system and have asked to be included even though it is not mandatory.</p> <p>This improvement was part of a system design initiated as a result of the Year 2000. Management within P&amp;C developed the conceptual design. The system was designed by MIS/Systems Development with input from a P&amp;C detailed design team. The programming was done by MIS.</p>
<b>Contact Name/Number</b>	Dell Pinkston, (919) 807-2303

# Management Information Systems

**Unit/Section** Systems Development

**Team/Individual Name** P&C Development Team and Systems Development

**Name of Improvement** Interactive Purchasing System – Phase 2

**Background** Requisitions received from agencies were entered into the IMS system manually. This information was then manually entered into a Word document and then information was reentered in each step of the process. The pdf (Adobe portable document format) document, which is posted to the Internet, had to be moved to a specific folder and then created. The information to post the bid to the Internet had to be reentered. The only automation involved was in the use of a word processor. Bid results were reported to vendors through telephone calls. Any communication with the agency is done by courier or by e-mail. Unless they call the purchasers, agencies are unaware of the status of their requisition until they receive notification that the bid had been awarded.

**Improvement** Phase 2 of the Interactive Purchasing System will bring an easier way to track the status of each requisition, and enable agency to reuse requisitions. Electronic communication will occur with the agency and other outside state agencies. The system will track the status of the message and send reminders. The bid will then be completed and automatically posted to the Internet. E-mail will be transmitted to the requester. The bid results will be entered and that information displayed to vendors, decreasing the number of calls received by the tabulation hotline. The agency can choose online the recommended vendor. A board sheet and certification will be automatically created from information entered into the system. The system will give users the ability to search for a requisition or bid number by agency, by purchaser, by bid number or by key words.

**Results** The IPS phase 2 will allow the tracking of a requisition automatically. Agencies will be able to view the status of their requisition online. Also receipt of the requisition and communication with the agency will be immediate. The agency will also be able to reuse bids that they do over and over, saving the agency and the purchaser time. Information concerning a bid will be located in one place, so that multiple systems

do not have to be updated. The system will eliminate the need for the tabulation hotline because vendors will be able to view the tabulation online.

This system was part of a system design initiated as a result of the Year 2000. Management within P&C developed the conceptual design. The system was designed by MIS/Systems Development with input from a P&C detailed design team. The programming was done by MIS.

**Contact Name/Number** Dell Pinkston – 807-2303

## Motor Fleet Management

<b>Unit/Section</b>	Accounting
<b>Name of Improvement</b>	Standardize state government agencies' fees and charges
<b>Background</b>	A lack of consistency existed among state agencies as to how DOA was being charged for gasoline, auto parts, labor, service, administrative fees, etc.
<b>Improvement</b>	Motor Fleet Management brought this problem to the attention of the State Budget Office. The State Budget Office issued guidelines to all state agencies to standardize charges. Gas is to be charged at cost plus 8 percent, parts at cost plus 10 percent, labor at \$30 per hour; and invoices must be mailed within 60 days.
<b>Results</b>	Motor Fleet Management's cost information on vehicles is more accurate and up-to-date. Motor Fleet Management is saving money on fuel because some agencies were charging nearly double the cost of the fuel before this ruling.
<b>Contact Name/Number</b>	Danny Willis, (919) 733-6540

## Motor Fleet Management

**Unit/Section** Motor Fleet Management

**Name of Improvement** Rebuild/Refurbish state vehicles

**Background** State-owned vehicles are normally scheduled to be sold after they have been driven 90,000 miles. The only full-size vehicle on state contract is a Ford Crown Victoria that costs \$20,909.

**Improvement** Motor Fleet Management initiated a pilot project to survey the feasibility of rebuilding Chevrolet Caprices, a sturdy vehicle. Engines, transmissions, suspension, brakes and similar parts were replaced, while interiors and other cosmetic items were replaced or repaired, depending upon condition. After completion of the successful pilot project, an annual contract was awarded to have Caprices rebuilt. Motor Fleet Management intends for these rebuilt vehicles to be driven for another 90,000 miles.

**Results** Sixty vehicles were rebuilt during the pilot project, and as of July 1999, 80 vehicles had been rebuilt on the annual contract. The average cost to rebuild on the annual contract has been \$9,973, and the average cost to rebuild during the pilot project was \$12,845. Total purchase costs avoided so far are \$1,358,720. With up to 360 vehicles in the fleet that can be rebuilt, Motor Fleet Management has the potential to save \$3.5 million to \$4 million in new vehicle purchase costs.

**Contact Name/Number** Danny Willis and Frank Waller, (919) 733-6540

## Motor Fleet Management

**Name of Improvement** Right-size vehicles

**Background** Agency requests particular types of vehicles, i.e., four-wheel drive, full-size, V-8 engines, etc. Motor Fleet Management fills these requests.

**Improvement** Motor Fleet Management evaluates requests and recommends that agencies use smaller vehicles with smaller engines whenever possible, saving money in reduced purchase costs of vehicles and in gasoline.

**Results** Motor Fleet Management recommended the use of smaller vehicles in 94 assignments. Results of right-sizing include:

- 81,278 gallons of fuel costing \$48,767 will be saved over the life of the vehicles
- the avoidance of \$240,000 in vehicle purchase costs

**Contact Name/Number** Frank Eagles, (919) 733-6540

## Motor Fleet Management

**Name of Improvement** Purchase of additional tire machine

**Background** Only one tire changer in the garage served the needs of 10 mechanics. At times, this caused a delay in mounting tires.

**Improvement** An additional tire machine has been purchased for use in the garage.

**Results** This improvement has brought increased garage productivity and customer satisfaction, as well as an improvement in employee morale.

**Contact Name/Number** Frank Waller, (919) 733-7772



## Motor Fleet Management

**Name of Improvement:** Vehicle lift replacements

**Background** The garage has 11 vehicle lifts. Three of these lifts had mechanical problems. One was 25 years old, and the other two were 12 years old. The oldest one had a hydraulic leak and the others had worn rollers, cables and bushings.

**Improvement** Three new aboveground vehicle lifts were purchased to replace the old lifts. The new lifts have a lifting capacity of 9,000 lbs. The old lifts were rated for 7,000 lbs. and 8,000 lbs.

**Results** Results from this improvement include:

- Increased safety due to design improvements
- Ability to lift larger and heavier vehicles
- Increased employee morale
- Easier vehicle access because of asymmetrical design, allowing maximum door opening

**Contact Name/Number** Frank Waller, (919) 733-7772

## Motor Fleet Management

**Name of Improvement**    Used oil filter recycling

**Background**                      Garage and motor pool staff members crushed used oil filters and disposed of them in the trash -- a common practice among oil-change businesses.

**Improvement**                      Used oil filters are now recycled through a company called Filter Specialty Inc., located in Fayetteville, N.C. Motor Fleet Management pays \$75 per 55-gallon drum for this service.

**Results**                              The metal from these filters is recycled rather than disposed of in the landfill, helping to protect the environment.

**Contact Name/Number**    Frank Waller, (919) 733-7772

## Motor Fleet Management

**Name of Improvement** Safer parts washer chemical

**Background** Varsol was being used as a cleaning agent in the parts washers. This chemical is harmful to the environment and must be disposed as a hazardous chemical after use.

**Improvement** Varsol has been replaced with an environmentally friendly product named "Zone Defense." This product consists of a non-hazardous blend of d-limonene and high purity aliphatic solvents.

**Results** This improvement resulted in an increased degree of safety for the mechanics who must use cleaning agents, an increase in environmental protections and a reduction in hazardous waste.

**Contact Name/Number** Frank Waller, (919) 733-7772

## Motor Fleet Management

**Name of Improvement** New parts inventory system

**Background** Motor Fleet Management's Parts Department historically has used DOT's system for maintaining parts inventory.

**Improvement** Staff members created an in-house inventory system that does not rely on DOT part numbers and codes.

**Results** The new self-contained inventory system allows:

- non-duplication of work when charging out parts
- immediate addition or deletion of part numbers as needed

**Contact Name/Number** Frank Waller, (919) 733-7772

## Motor Fleet Management

<b>Name of Improvement</b>	Installation of ethanol tank at Motor Pool
<b>Background</b>	The 239 ethanol/gasoline-fueled vehicles based at Motor Pool on Peace Street had to be driven to the DOT's Beryl Road facility for ethanol refueling -- a round-trip distance of approximately 12 miles.
<b>Improvement</b>	A 10,000-gallon underground storage tank for ethanol has been installed at Motor Pool for refueling of these vehicles.
<b>Results</b>	The fuel tank installation has improved the productivity of Motor Pool personnel and increased customer usage of ethanol, which results in a cleaner environment.
<b>Contact Name/Number</b>	Frank Waller, (919) 733-7772

## Division of Non-Public Education

**Team/Individual Name** Rod Helder

**Name of Improvement** Office equipment & technology upgrade – Phase I

**Background** Prior to 1998 (while under a different department of state government), the division possessed only a 1980s model copier, no fax machine or Internet access, and staff members used PCs with memory capacities about exhausted. With the dramatic growth in the number of home schools over the past several years, it was becoming increasingly difficult to provide needed and efficient service to the home school public. During the summer of 1998, shortly after the division's transfer to the Department of Administration, the division presented its case for its urgent needs to the Secretary's Office.

**Improvement** The division acquired the use of two new PCs, an upgraded PC software program, a LAN system enabling division staff to share databases, a new and faster photocopying machine, a new fax machine and Internet access with e-mail capabilities. The division expanded its Web site to include a listing of information about the 626 conventional non-public schools operating in North Carolina during the 1998-99 school term.

**Results** Office equipment is now Y2K ready, and efficiency and employee morale have increased through the acquisition and utilization of modern equipment and technology. Families moving to North Carolina desiring a list of conventional non-public schools in the state may now obtain that information directly off the division's Web site, presenting a potential saving in staff time, paper and postage costs.

**Contact Name/Number** Rod Helder, (919) 733-4276

## Parking Systems

**Team/Individual Name** Greg Cain

**Name of Improvement** Visitor parking operations

**Background** Up to 40 percent of people parking in visitor parking lots on any given day were being permitted to park for free by signing parking stubs as state employees, interns, volunteers, etc. The practice had continued for so long and had been applied so inconsistently that none of the attendants felt comfortable challenging anyone signing parking stubs. Revenue was being lost and inconsistent practices existed throughout the visitor parking lot operation.

**Improvement** The Administrative Code was researched to discover who was to be allowed to park for free. State employees and others were notified that the practice would cease July 1, 1999.

**Results** A consistent approach to free parking is applied in each visitor parking lot. All state employees who use these facilities pay for parking, regardless of workstation location, thus improving the revenue stream. Because the legislature left town just after this policy went into effect, the number of people parking in visitor lots was reduced so any additional revenue cannot be calculated with any accuracy.

**Contact Name/Number** Greg Cain, (919) 807-2313

## Parking Systems

**Team/Individual Name** Greg Cain

**Name of Improvement** Sign study in State Governmental Complex

**Background** Inadequate signage exists within the State Government Complex to assist visitors in finding appropriate parking. The existing signage addresses where they cannot park, but fails to point out where parking is permitted. In addition, the existing signage leaves much to be desired from an aesthetic perspective.

**Improvement** An RFP for a sign study was issued and bids received by Aug. 17, 1999. The contract was issued within 30 days of this date, and the study is to be completed within a 60-day period.

**Results** The main product of the study will be a graphics manual illustrating all parameters for signage including size, color and language. Recommendations for signs are to focus on assisting the first-time visitor, aesthetics and consistency with the city and the Downtown Alliance's approach to wayfinding. Implementation of recommendations will improve everyone's ability to get around by vehicle and on foot within the state government complex.

**Contact Name/Number** Greg Cain, (919) 807-2313



## Parking Systems

**Team/Individual Name** Greg Cain

**Name of Improvement** Staffing

**Background** Parking as a unit operation in Facility Management had two internal positions and six parking attendants. This level of staffing enabled the staff to do little more than maintain the day-to-day workflow. Visitor lot operations staff had difficulty in identifying a direct line of authority to deal with operational issues. Little opportunity, time or attention existed to look for and work toward improving work methods, processes and conditions and/or developing additional programs.

**Improvement** The Parking Systems office was formed as a separate unit. One of its internal positions was vacant upon the office formation. This position was reclassified as an office assistant to provide full administrative support to the division. A parking attendant supervisor position was created to provide day-to-day field leadership for the visitor parking lot operations. An additional position is being developed to allow for more staff concentration on improving existing programs and developing new initiatives.

**Results** A team-oriented approach is beginning to develop among the staff. Staff members are accepting and responding to an empowered ability to improve practices, processes and operations. Strategic planning has been initiated to provide a long-term focus for the division and to develop a vision for the future.

**Contact Name/Number** Greg Cain, (919) 807-2313

## Parking Systems

**Team/Individual Name** Greg Cain

**Name of Improvement** Communications with parking coordinators

**Background** No structure or mechanism existed to allow for regular communication with the 31 agency parking coordinators who distribute the parking spaces available for lease in the State Government Complex. Inconsistencies existed on how various needs were being addressed (in particular, such critical issues as parking for persons with disabilities) and coordinators felt unsupported in getting assistance from Parking Systems on various issues.

**Improvement** Standard monthly meetings with coordinators were implemented in March 1999.

**Results** Parking coordinators have a forum to network and to get responses and advice from parking administrators on the handling of various issues. Issues regarding parking for persons with disabilities were discussed in detail at one meeting with the state ADA coordinator and a representative of the Governor's Advocacy Council for Persons with Disabilities in attendance. While individual agencies reserve the right to have unique, specific guidelines for issuing parking spaces, the overall general practices and policies are becoming more consistent. Group decisions are made regarding issues that have not been applied consistently.

**Contact Name/Number** Greg Cain, (919) 807-2313

## Public Information Office

**Team/Individual Name** Dianne Green

**Name of Improvement** Local access to state government phone numbers

**Background** In the past, telephone directories have listed state government numbers only for state agencies located in their local areas. If a citizen outside the Raleigh area wished to contact a state office in Raleigh, he/she would have to call directory assistance for the telephone number.

**Improvement** In February 1999, state representatives and telephone company representatives met to discuss the possibility of implementing a statewide program that would allow the listings for Raleigh area offices in directories throughout the state. Thirteen companies were invited to the initial meeting; seven sent representatives, including: GTE, Sprint Mid-Atlantic, Randolph Telephone Company, BellSouth, Concord Telephone Company, Lexcom Telephone Company and North State Telephone Company.

As of June 30, 1999, the following companies have agreed to provide a Frequently Called Numbers listing for Raleigh state government offices in their directories: Concord Telephone Company, GTE, Lexcom Communications, North State Telephone Company, Randolph Telephone Company and Sprint Mid-Atlantic Telephone Company. A planned future connection to a Web site will provide access to those numbers via the Internet.

**Results** Telephone subscribers have more convenient phone access to offices that serve their needs throughout the state. These Frequently Called Numbers will give quick access to offices that can provide answers to questions or further information needed to do business with N.C. State Government.

This service should reduce the number of times a person has to contact directory assistance to receive a listing, and also reduce the number of times a person has to be transferred from one office to another in order to receive accurate and appropriate responses.

**Contact Name/Number** Dianne Green, (919) 733-4391

## Purchase and Contract

**Unit/section** Operations

**Team/Individual Name** IPS Task Team

**Name of Improvement** Discontinue mailing of bidding opportunities notices

**Background** Bid solicitation opportunities for goods and services that P&C issued were mailed to vendors on mailing lists. This process required a vendor registration process and maintenance of mailing lists. Bid mailing resulted in duplication of bids.

**Improvement** All P&C bidding opportunities and agency opportunities from the agency delegation are now posted on the Internet, through which vendors can electronically view and retrieve the bid solicitation document. Currently the actual bid must still be submitted in hard copy.

**Results** All bidding opportunities, not just those issued from P&C, are electronically advertised. All vendors now have access to all available information.

- Sustainability improvements include non-duplication of bids for mailing, no postage costs, no mailing list maintenance and support personnel are now unnecessary for hard copy processes (except in rare exceptions on requests by vendors for public information). Based on e-mail notifications since April 1999 and total number of bid solicitations posted to the Internet since January 1998, monthly savings have been documented at \$12,300. Personnel support cost savings have not been calculated, but these resources are being redirected. Savings will increase proportionately to participation by other state agencies.
- The *North Carolina Purchase Directory* publication will be discontinued in hard copy, but will be available electronically. (Legislation introduced and passed.)

**Contact Name/Number** Russell Nemitz, (919) 733-3241

## Purchase and Contract

<b>Unit/Section</b>	Operations
<b>Team/Individual Name</b>	Russell Nemitz and Task Team
<b>Name of Improvement</b>	Electronic vendor registration and bid notification system
<b>Background</b>	Vendors registered through a manual registration process to get on a mailing list for bid availability for furnishing goods and services to the state. As bidding opportunities were processed in P&C, hard copies of the bid solicitation were mailed to vendors on mailing lists. This process required a vendor registration process, maintenance of the mailing lists and mailing of bids; it also caused bid duplication.
<b>Improvement</b>	Vendor Link NC is a business registry and solicitation notification system now in use by vendors and agency personnel. Vendors register electronically for goods and services of interest to them. They then receive an e-mail message from P&C whenever a solicitation document in a category for which they have registered, is posted to the Internet. Agency personnel use the business registry to locate vendors for specific goods and services. A sophisticated search engine enables purchasers to find vendors not only for specific goods and services, but also by city, state, contact last name, status as a historically underutilized business (HUB), small business status and construction industry codes.
<b>Results</b>	<i>Vendor Link NC</i> is a statewide system that allows vendors to directly control individual information. Also, vendors receive electronic notification of all bidding opportunities of interest through an efficient electronic process. Purchasers benefit through easy location of vendors for specific goods and services. Taxpayers benefit through increased competition. This system has eliminated mailing list maintenance costs and greatly reduced postage and duplication expenses in P&C and other agencies. Based on e-mail notifications since April 1999 and total number of bid solicitations posted to the Internet since January 1998, savings have been documented at \$12,300 per month, not including redirected resources. Savings will increase proportionately to additional participation by state agencies and vendors.
<b>Contact Name/Number</b>	Russell Nemitz, (919) 733-3241

## Purchase and Contract

**Name of Improvement**    Agency training

**Background**                      Previous training for agencies consisted primarily of regional or statewide seminars with attendance of more than 250 people. Attendance numbers of this size hampered the efficacy of the training. More in-depth training with smaller group participation was needed with the implementation of new rules and general statutes and the new IPS system.

**Improvement**                      The division formed a group of P&C personnel to travel statewide and train smaller groups from public schools, universities and state agencies about the new rules, general statutes and IPS system. Training sessions included discussion of the new rules and other applicable topics, with an emphasis on how these changes would directly affect those in attendance.

**Results**                                Those in attendance came away from the training with an improved understanding of the rules, general statutes and use of IPS, and their effect on daily work practices. This in turn has led to a better working relationship with P&C in assisting these groups implement these changes. More agencies are using IPS, more have an improved understanding of rules and general statutes and much better interaction exists statewide.

**Contact Name/Number**    Ed Little, (919) 733-3581, ext. 150

## Purchase and Contract

**Name of Improvement** Purchase of duplex printers

**Background** The existing printers were incapable of printing on both sides of paper. Single-sided printing produced a large volume of paper to be recycled.

**Improvement** The division purchased duplex printers to make use of both sides of the paper.

**Results** Duplex printers reduce the paper requirement by approximately 30 percent and reduce the amount of recycled paper waste proportionately.

**Contact Name/Number** Percy Richardson Jr., (919) 733-6604, ext. 166

## Purchase and Contract

**Unit/Section** Contracts and Engineering

**Team/Individual Name** Med Byrd

**Name of Improvement** Copier contract revisions

**Background** Only nine models from four manufacturers on the copier contract were available for purchase, with nine models from three manufacturers available for rental. Prices remained static throughout the contract period.

**Improvement** Multiple awards were made with provisions in the contract allowing contractors to reduce prices at any time during the contract period in order to compete for business. Provisions were made in the contract to allow the replacement of obsolete models with new models. Remanufactured machines were offered to support sustainability efforts. Provisions were made to allow customers to trade in old machines, thereby keeping them out of the landfill.

**Results** Seventy-two models from 13 manufacturers are available for purchase and 49 models from 12 manufacturers are available for rental. Both digital and analog machines are represented. Customers have the latest technology available, as new models can be introduced to replace older technology. Rental for 36 months is sometimes less expensive than purchase. The manufacturers refurbish and return these copiers to their rental pool, thereby increasing the useful life of the copier. This concept supports sustainability efforts by keeping these copiers out of the landfill.

**Contact Name/Number** Med Byrd, (919) 733-7624, ext. 140



## Purchase and Contract

<b>Unit/Section</b>	Contracts and Engineering
<b>Team/Individual Name</b>	Don Sykes
<b>Name of Improvement</b>	Contract release for post-consumer recycled paper
<b>Background</b>	Too much paper was being processed into the landfills.
<b>Improvement</b>	A new term contract was created to increase the post-consumer recycled paper content. Term Contract 645A for office paper and envelopes was released to include 30 percent, 50 percent and 100 percent post-consumer recycled paper content.
<b>Results</b>	It is estimated that this action will at least halve the amount of office paper processed into the landfills. This action was a result of management and team initiative.
<b>Contact Name/Number</b>	Don Sykes, (919) 733-7624, ext. 135

## Purchase and Contract

**Unit/Section** Contracts and Engineering

**Team/Individual Name** Contracts and Engineering

**Name of Improvement** Contract revisions for improved contractor competition

**Background** Most prices remained static for the contract's term. These contracts did not have provisions for allowing for selected, or general, price reductions to take advantage of technological advances that reduce the cost of the commodity. No provisions were made to allow for new models to be introduced into the contract. As a result, no price reductions were afforded to customers and the latest technological improvements were unavailable to customers.

**Improvement** Make multiple awards and write provisions into the contract allowing contractors to reduce prices to enable business competition. Make provisions in the contract to allow for the replacement of obsolete models with new models.

**Results** In order to compete for business, contractors have reduced prices. For example, on Contract 880B, contractors have lowered prices dramatically. The estimated cost savings to the taxpayer for this one contract is \$1 million per year. Customers have the latest technology available, with provisions allowing new models to be introduced to replace obsolete technology.

**Contact Name/Number** Bill Pope, (919) 733-7624, ext. 129

## Purchase and Contract

**Unit/Section** Contracts and Engineering

**Team/Individual Name** Alice Cheatham

**Name of Improvement** Creation of online electronic catalog contract for office supplies

**Background** Agencies could purchase office supplies from nine different contracts -- a total of 24 vendors -- with an average delivery of 17 days, stretched to six weeks delivery during back-to-school ordering (June, July and August). When schools began dismissing later each year (June) and opening earlier (August), coupled with the fiscal year starting in July, the bulk of ordering was done with less than six weeks remaining before the start of the new school year. Schools often opened weeks before merchandise was received.

Though contract prices were very competitive, untimely delivery and limited product lines were viewed as a liability. Agencies indicated that though prices were important, so were an increased variety of product lines and speedier shipments.

**Improvement** A new term contract, titled "Office Supplies, General (Online Electronic Catalog)" was established in April 1999. Multiple awards were made based on each contractor having a Web site that mirrored its hard copy catalog with special pricing for the state agencies. Contractors are able to reduce prices at any time and agencies are encouraged to negotiate for better pricing. Agencies are able to visually review a variety of products and prices, reduce the number of purchase orders, reduce delivery time to three days or less for desktop delivery and 10 days or less for large orders, desktop delivery. Orders can be placed electronically, using a procurement card, e-mail, telephone, fax or U.S. mail. Agencies are immediately informed of item availability and have easy access to HUB manufacturers and to recycled items and their content. Twenty-four contractors were listed previously; 14 are listed currently. Procurement cards were not accepted previously. Agencies also were unable to visually compare items.

## **Results**

Browsing each contractor's Web site enables agencies to easily compare product and pricing, therefore setting up a very competitive visual environment. This approach to selecting the product sets the stage for vendors to compete for market share. The use of electronic catalogs makes it possible to replace current paper-based purchasing practices, which tend to be time-, labor- and cost-intensive. The introduction of automated procedures for presenting side-by-side comparisons of products from various contractors enables more efficient decision-making throughout the entire purchasing process.

This contract provides a one-stop shopping concept offering a wide variety of products spanning the cost spectrum. A user has the choice to order a product to meet his budget. Multiple vendors provide the resources to manage and service either small, remote locations or large, self-contained locations. The contract covers desktop delivery, three days or less (often within 24 hours) and/or single-point bulk delivery (5-10 days).

**Contact Name/Number** Alice Cheatham, (919) 733-7624

## Purchase and Contract

**Team/Individual** Group 4/Mildred C. Christmas

**Name of Improvement** CD-ROMs

**Background** The departments determine the need for a particular service and prepare the specifications to be used in the procurement process. If, for any reason, the using agency does not have the capability and/or feel comfortable in posting the RFP on the Internet, the Division of Purchase and Contract will gladly assist them as soon as the specifications are provided to the purchaser.

**Improvement** After numerous meetings involving personnel from the Department of Transportation and Purchase and Contract, it was decided that an executive summary would be posted on the Internet and any vendor who could meet the requirements would call Purchase and Contract for a copy of the CD-ROM. This decision was made because the initial RFP in one instance would have been over 1,000 pages, and in the other case more than 500 pages, which would have been a burden for the vendor to download.

**Results** This approach was successful in that it prevented the need for posting an exorbitant amount of material on the Internet, but still gave full publicity for the procurement process.

**Contact Name/Number** Mildred C. Christmas, (919) 733-4505, ext. 119

## State Capitol Police

**Team/Individual Name** Atlas C. Wilson

**Name of Improvement** Downsize patrol vehicles

**Background** It costs 31 cents per mile to maintain the division's four Ford Crown Victorias and 38 cents per mile to maintain the one 4x4 Chevrolet Tahoe.

**Improvement** To cut down vehicle fleet maintenance costs, the division acquired four Dodge Intrepids and one 2x4 Chevrolet Tahoe.

**Results** Annual cost savings from replacing Crown Victorias with Dodge Intrepids based on driving vehicles at a projected mileage of 63,453 miles at 26 cents per mile: \$3,172.65

Annual cost savings from replacing 4x4 Chevrolet Tahoe with 2x4 Chevrolet Tahoe based on driving vehicle at a projected mileage of 9,803 miles at 31 cents per mile: \$686.21

Total annual cost savings: \$3,858.86

**Contact Name/Number** Atlas C. Wilson, (919) 733-4646

## State Construction Office

<b>Unit/Section</b>	Construction Administration
<b>Team/Individual Name</b>	George Johnstone
<b>Name of Improvement</b>	“Keep In Touch”
<b>Background</b>	The previous calendar schedule used by the State Construction Office was cumbersome and not user-friendly. Coupled with the inconvenience of the “tone-only” pagers in use, it was difficult to learn the whereabouts and keep in touch with field construction monitors.
<b>Improvement</b>	Using DOA's new Netscape calendar program and using digital display pagers enable easier tracking of and contact with field construction monitors. Pages can be sent out in typed descriptive form over the Internet.
<b>Results</b>	<p>A more user-friendly scheduling system makes it easier and faster for construction monitors to update daily/weekly/monthly schedules.</p> <p>Pagers capable of delivering visual messages normally eliminate at least one long distance phone call (previously necessary to receive the message) and improve response time to return calls to designers and contractors.</p>
<b>Contact Name/Number</b>	Donald L. Grady and Katie Carstens, (919) 733-7962

## State Construction Office

**Unit/Section** Administrative Services Section

**Team/Individual Name** Donald Grady

**Name of Improvement** CD-ROM server installation

**Background**

The State Construction Office receives a large number of CD-ROMs from vendors and manufacturers providing catalog product information regarding construction materials, products and equipment.

Not all State Construction Office staff members had access to this information since not all computers were equipped with a CD-ROM. It was also cumbersome to circulate the CDs in a timely manner to all staff members needing the information.

**Improvement**

With the installation of a CD-ROM tower, all staff members now have access to the CD-ROM product information, loaded from a central office location.

**Results**

The State Construction Office staff now has instant access to product catalogs for product information and research purposes. This aids and expedites the review of plans and specifications and improves efficiency.

**Contact Name/Number** Donald L. Grady, (919) 733-7962



## State Construction Office

<b>Unit/Section</b>	Administrative Services Section
<b>Team/Individual Name</b>	Donald Grady
<b>Name of Improvement</b>	Using fax server instead of standard fax machine
<b>Background</b>	The State Construction Office presently uses a standard fax machine which requires a printout and/or hard copy of the material to be faxed. Staff time is required to walk to the fax machine and feed the documents through the machine.
<b>Improvement</b>	Through the installation of a fax server, staff members may fax documents from computers on their desks using the features in Office 97 and the fax server.
<b>Results</b>	Eliminating printing (paper usage, printer toner and printer usage) will save money. The use of technology improvements and work methods will save staff time.
<b>Contact Name/Number</b>	Donald L. Grady, (919) 733-7962

## State Construction Office

<b>Unit/Section</b>	FCAP Section (Facility Condition Assessment Program) (also includes staff from Design Review and Administrative Services Sections)
<b>Team/Individual</b>	Sustainability Committee
<b>Name of Improvement</b>	Environmental sustainability
<b>Background</b>	<p>In cooperation with other divisions in DOA and with other agencies and institutions, the State Construction Office plans to research and implement methods to improve and maintain sustainability measures. Limited efforts have been made previously to implement such measures. The goal is to design and use the built environment to meet today's needs, support productivity and to have good, healthy, indoor environments. Building design for state-owned facilities for the year 2000 and beyond will be energy efficient, possess low maintenance costs and will not adversely affect the natural environment.</p>
<b>Improvement</b>	<p>Efforts currently or soon to be in effect for environmental sustainability include:</p> <ul style="list-style-type: none"><li>• the 1999 Electrical Guidelines for designers of state-owned facilities, including energy-efficient lighting recommendations;</li><li>• environment-friendly HVAC systems technology;</li><li>• efficient building envelopes with daylighting measures;</li><li>• life cycle cost analysis on large projects and chillers;</li><li>• energy conservation projects in FCAP reports;</li><li>• the InterSCOPE Web-based computer system;</li><li>• a team approach for all employees and disciplines;</li><li>• employee outreach, training and resources plan;</li><li>• recycle construction drawings, specifications and other paper;</li><li>• revisions to the N.C. Construction Manual to reflect sustainability efforts;</li><li>• piloting "green building" projects.</li></ul>

**Results**

Energy savings and decreased environmental impact have been realized through the installation of energy-efficient lighting fixtures, an increased use of energy-efficient building envelope designs and other energy conservation projects. Increased awareness has resulted from recycling paper and aluminum cans, conservation measures and the proposed design and construction of “green building” projects.

**Contact Name/Number** Marshall Mauney, Lora Salib, Michael Rumble, Michael Taylor and Dan Murray, (919) 733-7962

## State Construction Office

**Unit/Section** Design Review Section

**Team/Individual Name** William M. Davis

**Name of Improvement** Customer communications

**Background** The SCO Design Review Section participated in the pilot program for the Continuous Improvement Process in 1995-96. The result, as well as the consensus of our "customers," was to improve communication, access to information and predictable, timely response on project reviews. Initially computers were used primarily as typewriters, and mail was the primary medium of correspondence.

**Improvements** Design Review Section staff members have received compatible networked computers and software with access to Internet and e-mail.

- Several forms, documents and guidelines have been added to DOA's Web site for access and use by customers (state agencies and designers). More are being added on a continuing basis.
- A 30-day target for review times has been placed into effect and tracked for compliance.
- Phone voice mail reduces "phone tag" and "paper messaging" with customers.
- E-mail allows customer receipt of reviews as completed and reduces fax use.
- Requested forms, documents and guidelines are sent by e-mail rather than mail or fax.
- The new SCO Web site nearing completion will allow customers direct access to SCO resources and functions. This step will further reduce staff time spent on faxes, e-mail and the many phone requests for information.

**Results** Providing direct, readily accessible, current information to our customers via electronic media reduces the time staff must spend responding to frequently asked questions or material requests and increases staff time devoted to providing timely reviews. Reduction in communication time occurs for the customer as well as staff.

**Contact Name/Number** William M. Davis, (919) 733-7962

## State-Local Relations

**Unit/Section** State-Local Relations

**Team/Individual Name** Sara Stuckey

**Name of Improvement** Accelerated approval of ARC projects

**Background** North Carolina was unsuccessful in moving its Appalachian Regional Commission projects through the ARC system in time to ensure dollars were obligated before the end of the federal fiscal year. The problem was serious enough throughout the 13 states that OMB and Congress were threatening to cut back appropriations. To augment actions taken at the ARC, state staff convened a customer focus group comprised of regional application development staff in August 1998 to discuss the process for developing and moving projects through the system. On recommendation from the focus group, a follow-up session was held in March 1999 with focus group members and other federal agencies involved in processing infrastructure projects. This session identified methods ARC program personnel could use to aid in moving ARC projects through those agencies and reinforced the need to accelerate processing through the other agencies. (Infrastructure projects require review and sign-off by another federal agency.)

**Improvement** All staff members working with ARC projects now understand the processes involved with ARC actions and the sequence of activities within the federal agencies handling Appalachian projects. New staff in both Appalachian districts and the federal agencies have met and are working more closely together on projects. New program regulations and requirements were discussed. Plans were set to develop shared GPRA performance measures tracking instruments.

**Results** The caliber of FFY 1999 ARC project applications has improved. More applications submitted have been complete (not lacking major elements required for approval). Processing by the federal agencies has moved more quickly. Through the third quarter of the FFY, N.C. has submitted 39 applications. Of those, 23 have been approved, 11 others are complete and await final signature at ARC and only five lack the sign-off by the other federal agency. At the end of the state fiscal year, North Carolina applicants had received approval for \$3.1 million in project requests.

**Contact Name/Number** Sara Stuckey, (919) 807-2339

## State Property Office

**Unit/Section** Leasing and Space Planning

**Name of Improvement** Revision of G.S. 146-32, exemption as to leases, etc.

**Background** No lease or rental entered into for more than 21 days with an estimated lease rental of \$12,000, was exempt from advertising unless the lease or rental was necessitated by fire, flood or other disaster or because new or renovated space was not completed as planned.

**Improvement** This statute was expanded in H-985, passed during the General Assembly's 1999 Long Session. The expanded statute's exemptions now include a lease or rental which requires a unique location, or a location that adjoins or is in close proximity to an existing rental location. An example of this is a communications tower that must be located on a particular mountain peak, or space expansions needed at a particular location during the term of an existing lease.

**Results** Valuable time is no longer spent preparing and advertising specifications. Advertising expenditures are avoided and the property owners do not become irritated by expending large amounts of money and time in responding in vain to advertisements.

**Contact Name/Number** Tommy Cline, (919) 733-4346

## State Property Office

<b>Unit/Section</b>	Leasing and Space Planning
<b>Name of Improvement</b>	Increased lease advertising amount
<b>Background</b>	The office is required by general statute to advertise for lease proposals for office, warehouse and other types of space if the rental is estimated to exceed \$12,000 per year. Because of this requirement, procurement processes were lengthy and advertising costs were enormous.
<b>Improvement</b>	The amount for leasing space without advertising was raised to \$25,000 by H-985 approved during the 1999 Long Session of the General Assembly. By Council of State resolution, the Department of Administration will receive delegation of authority to enter into leases up to the increased amount.
<b>Results</b>	Savings in advertising costs will be realized and the procurement process will be streamlined. Time spent in the approval process will be lessened.
<b>Contact Name/Number</b>	Tommy Cline, (919) 733-4346

## State Property Office

### **Unit/Section**

Facilities Information

### **Name of Improvement**

Transition from workstations to personal computers (PCs)

### **Background**

UNIX workstations installed in the early 1990s were too complex for some staff to use and were out-of-date because they could not accommodate the latest software.

### **Improvement**

Workstations were replaced with personal computers. Staff members are able to have access to the newest versions of word processing and spreadsheet software. They can readily retrieve and manipulate data from the Internet in multiple formats for specific uses, such as project tracking. Also, processor speed has increased.

### **Results**

This migration from UNIX workstations to a Windows NT environment will save the division in software purchases. Savings in hardware replacement will also be realized, since PCs cost significantly less than workstations. Speed and efficiency is greater for staff when retrieving information.

### **Contact Name/Number**

John Cox, (919) 733-4346



## State Property Office

<b>Unit/Section</b>	Facilities Information
<b>Name of Improvement</b>	Increase use of inventory system on Web site
<b>Background</b>	<p>The office has a Web site with online data services that contain inventory data, allow reports to be generated and inventory updates to be submitted. As a part of State Property's continuous improvement effort, a survey was conducted to ascertain the use of the inventory system on the Web site. The survey revealed that the system was being used by only approximately 30 percent of the agencies participating in the survey.</p>
<b>Improvement</b>	<p>A communications plan was developed and implemented to improve awareness of the inventory system so that its use can increase, inventory updates can be submitted in a timely and proper fashion, and additional feedback can be gathered for continuous improvement of the system. A newsletter was designed and distributed to provide agencies with information about system features.</p>
<b>Results</b>	<p>Agencies are able to manipulate data for specific uses. The inventory system is being used more frequently. Managers are using the system and becoming aware of its value as a management tool, especially with timely and accurate updates. Less staff time is spent responding to telephone inquiries with the increase in the system's use.</p>
<b>Contact Name/Number</b>	John Cox, (919) 733-4346

## State Property Office

**Unit/Section** General Real Estate

**Team/Individual Name** Joseph H. Henderson

**Name of Improvement** Staff increase

**Background** The General Real Estate Section is experiencing a backlog of acquisition/disposition requests from state agencies. The workload is difficult to handle by the number of general real estate agents working out of the office. The lag time that occurs in processing the requests could cause delays in capital improvement projects and the cost of the property could escalate because of its location or improvements made to the property. Damages to the property could occur; for example, if timber is removed, the conservation value is destroyed.

**Improvement** To address the workload, the Department of Environment and Natural Resources, Division of Parks and Recreation, has decided to fund a time-limited real property agent to primarily handle parks transactions. The Wildlife Resources Commission has also decided to fund a similar position for its transactions.

**Results** Staff is better able to address the increased volume of transactions and will have more time to adequately address increasingly complex transactions. Increased staff could prevent a 10 percent to 15 percent increase in lease and acquisition costs.

**Contact Name/Number** June W. Michaux, (919) 733-4346

## Supply Store

**Team/Individual Name** Kenny Myatt

**Name of Improvement** Improving billing/inventory stocking procedures

**Background** The billing system was effective but inefficient. A more efficient inventory stocking procedure was needed.

**Improvement** An agency sign-off sheet has been created to keep a more accurate count of which agencies received supplies, who received them and the exact time and date they were received. Item prices have also been added to the stocking shelves. This process eliminates the need to go to the inventory log to look up the price for a specific item; instead, supplies are totaled when being pulled from the shelves.

**Results** These changes should considerably cut the time agencies must wait for supplies, as the delivery process will be quicker.

**Contact Name/Number** Kenny Myatt, (919) 733-7679

## Veterans Affairs

<b>Unit/Section</b>	State Veterans Cemetery Program Western Carolina State Veterans Cemetery Black Mountain, N.C.
<b>Team/Individual Name</b>	Grounds Staff/Hal Glenn
<b>Name of Improvement</b>	Installation of marble upright headstones
<b>Background</b>	Digging the hole in which to install a 230-lb. marble upright grave marker takes one man anywhere from 25-55 minutes, depending on ground conditions. Hot, dry conditions make the ground as hard as cement. The average time to dig an 8"x 14"x 20" hole by hand is 40 minutes. Installing the upright headstone takes two men an average time of 20 minutes. Thus, the average total time to dig the hole and install the upright headstone in this manner is one hour.
<b>Improvement</b>	The cemetery purchased a single operator auger with a four-inch bit to dig holes for the upright headstones. Digging an appropriate size hole now takes 25 minutes or less, again depending on ground conditions. The average total time to dig the hole and install the upright headstone is now 40 minutes.
<b>Results</b>	The installation time of upright grave markers has been reduced by an average of 20 minutes. Grieving families are more satisfied because the headstones are installed sooner. Worker morale has increased because the physical demand of digging a hole for the headstones, especially in dry clay, has lessened.
<b>Contact Name/Number</b>	Eli D. Panee, (919) 733-2832

## Veterans Affairs

<b>Unit/Section</b>	District Veterans Service Offices
<b>Team/Individual Name</b>	Romie T. Eason
<b>Name of Improvement</b>	State car replacement
<b>Background</b>	Six district offices were needlessly using full-size Caprice automobiles for district travel.
<b>Improvement</b>	These full-size Caprice cars were exchanged for compact or intermediate cars.
<b>Results</b>	Charges decreased from 28 cents to 24 cents per mile, which will save \$3,024 per year in travel expenses.
<b>Contact Name/Number</b>	Romie T. Eason, (919) 733-3851

## Veterans Affairs

**Unit/Section** District Veterans Service Offices

**Team/Individual Name** Kay M. Dean

**Name of Improvement** Improved telephone systems

**Background** District offices located throughout the state were using outdated telephone equipment that was costly and difficult to repair. The offices were also using local telephone service for long distance calls.

**Improvement** The old phones are being replaced with new electronic equipment. Phone service in most offices has been transferred to the State Telephone Network.

**Results** Client service has improved with telephone systems capable of recording messages to prevent lengthy hold periods and to reduce the number of callers who receive busy signals. Long distance phone calls were being charged at 15 cents per minute, which has been decreased to 9 cents per minute in the offices transferred to the State Telephone Network.

**Contact Name/Number** Kay M. Dean, (919) 733-3851

## Veterans Affairs

<b>Unit/Section</b>	Director's Office
<b>Team/Individual Name</b>	Danny Liles
<b>Name of Improvement</b>	Training and information assistance for field offices
<b>Background</b>	With the increasing computer technology, it was difficult to provide adequate support to field offices for improvements in equipment and capabilities. Because the U.S. Department of Veterans Affairs is moving toward computerization, it became necessary to adapt to this new technology.
<b>Improvement</b>	One of the veterans service officer positions was reclassified as a training and information coordinator to provide service to field offices. This will save considerable resources and will enable the provision of improved equipment for personnel to provide excellent client service.
<b>Results</b>	The time needed to answer client questions has decreased. Computer repairs and programming are now completed in-house.
<b>Contact Name/Number</b>	Danny Liles, (336) 766-1496

## Youth Advocacy and Involvement Office

**Name of Improvement** Technology improvements

**Background** Staff members were using different types and models of computers and some had software applications not shared by others, including e-mail and Internet access.

**Improvement** New computers replaced older models. Software was standardized for all staff members, and all participated in at least two computer training classes. The office moved to a new e-mail system on which all staff received training.

**Results** With Internet access, staff members no longer have to make one or two daily trips to the Administration Building and the Legislative Building to obtain legislative calendars, daily bulletins, ratified bills, etc. Customer calls regarding status of legislation can be answered immediately. Weekly reports, notices of meetings, correspondence, etc., are sent electronically to the deputy secretary and others. All staff can receive and send messages or reports both in-house and out of the office, thus saving time and money. Savings from postage, printing, stationery and telephone have been substantial due to use of e-mail and the Internet.

**Contact Name/Number** Pam Deardorff , (919) 733-9296



## Youth Advocacy and Involvement Office

**Name of Improvement** Use of Web sites

**Background** In an effort to recruit more students for the summer internship program and youth conferences, YAIIO had been printing many additional copies of the intern project booklet and conference applications and mailing to the targeted audiences. In addition, it was difficult to maintain hard copies of many office publications; constant reprints were necessary to satisfy customer requests.

**Improvement** With assistance from DOA's Public Information Office, a number of items were added to the YAIIO Web site. Now available online are the *Internship Project Book*, the project proposal form, the intern application form, the Students Against Destructive Decisions (SADD) conference registration information, and applications for the YAIIO mini-grants.

Because of the popularity of the *Youth Rights and Responsibilities* handbook, it was also added to the Web site and linked to the secretary of state's Web site and the governor's Web site. After a news item about the handbook aired on WRAL-TV, the handbook was linked to the television station's Web site as well.

**Results** Access to the Web site is free for the customer and contains all of the information in a printable format for consumers. YAIIO realized substantial reductions in printing costs as a result of not having to reprint reports and applications. Postage costs decreased because hard copies of the reports are not being sent out. More students have access to information about internships, SADD and mini-grants, and can download the applications without delay.

**Contact Name/Number** Pam Deardorff, (919) 733-9296

## Youth Advocacy and Involvement Office

**Name of Improvement** Staff issues addressed (WAT survey)

**Background** YAIO staff expressed the following concerns on the 1998 Workplace Assessment Survey: 1) dissatisfaction with the flexibility of work schedule; 2) dissatisfaction with the cleanliness of the work space; 3) lack of use of customer feedback to help improve the office; and 4) being kept up-to-date on changes to policies and procedures.

**Improvement** Management now allows all staff the opportunity to adjust work hours to arrive 30 minutes earlier or later than previously allowed. While it is believed that dissatisfaction with the cleanliness of the work space was more about housekeeping concerns than about office clutter, staff designated one day for "spring cleaning" and as a result sent 3-4 bins of old files and useless papers to recycling. Old and worn-out office equipment and furniture was sent to surplus, common areas were tidied and everyone cleaned his/her own office space. A survey was mailed to YAIO customers and feedback used to the extent possible. Management discusses new DOA policies and procedures at staff meetings, as well as through e-mail or hard copies as soon as available.

**Results** Only one person opted to change a personal work schedule, but all seemed to appreciate the option. The "spring cleaning" turned into a real team-building activity for staff with all "pitching in" and actually enjoying cleaning the office and getting rid of clutter and equipment/furniture which no longer served a purpose. This activity created a sense of ownership for the office, and the staff had a chance to be creative in rearranging workspaces. It allowed an opportunity to inventory the supplies and to organize the materials, publications, etc., into a more useful area. The survey provided a means to identify issues of concern to YAIO council members and ways to structure future meetings with them. All staff members now have immediate access to the policies and procedures.

**Contact Name/Number** Pam Deardorff, (919) 733-9296

(Sample)

## **Department of Administration Continuous Improvement Report**

**Division:** *Division Name*

**Unit/Section:** *Section Name*

**Team/Individual Name:** *Name*

**Name of Improvement:** *Name of Improvement between One and Seven Words*

**Background and Previous Condition:**

*Discuss the background of the problem leading to the improvement and/or the previously existing condition to the improvement in one paragraph.*

**Improvement:**

*Discuss the improvement in one paragraph.*

**Results:**

*Discuss the results in one paragraph. Results should include any resource savings realized. Indicate specific amount of \$ saved, resources reduced, resources reused, or resources recycled. Other improvements could include increased customer satisfaction or service, safety, or increased employee moral. Specify if a result of management, employee, or team initiative, or in response to WAT, Customer Query, or Customer Suggestion.*

**Contact Name and Number for more information:** *Name of Contact person and telephone number. This person should have in-depth knowledge of the improvement and be able to respond to detailed questions concerning the improvement.*